An Invitation to Apply for the Position of

Executive Dean and Vice Provost, College of Arts and Sciences
Columbus, Ohio

THE SEARCH

The Ohio State University seeks a visionary, inclusive, and collaborative academic leader to serve as the next Executive Dean of the College of Arts and Sciences and Vice Provost (Executive Dean). Ohio State, ranked 17th among the nation's public universities by US News & World Report, is known for its comprehensive scale, disciplinary breadth, distinction in research and teaching, and service to society, in keeping with its land grant roots. With 7,000 faculty and 25,000 administrative and professional staff, Ohio State serves more than 68,000 undergraduate, graduate, and professional students.

The College of Arts and Sciences is one of 15 academic colleges at the University and the academic heart and intellectual hub of Ohio State. It generates nearly half of all credit hours on campus and engages nearly every student at the University. The College boasts over 2,000 faculty and staff, 38 departments and schools, and more than 20 centers and institutes. Undergraduate students can choose from over 80 majors and more than 100 minors. In the 2017-18 fiscal year, sponsored research expenditures were $93 million. During Fall 2017, the College enrolled 16,564 undergraduate and 2,655 graduate students.

Reporting to the Executive Vice President and Provost, the Executive Dean will work collaboratively within the College and across the University, providing intellectual leadership and enabling innovation. The Executive Dean will advocate for the full range of disciplines within the College, and promote the importance of the arts and sciences on and off campus. The Executive Dean will also champion path-breaking research, disciplinary innovation, and interdisciplinary discovery. Attention to long-term financial prosperity will be an important piece of effective leadership. The successful candidate will possess credentials for appointment as full professor, with a terminal degree and an exemplary record of intellectual accomplishment, and a demonstrated commitment to practices that increase institutional diversity and inclusion.

Isaacson, Miller, the national executive search firm, has been retained to support the search advisory committee in this effort. Confidential inquiries, nominations, and applications may be directed to the firm as noted at the end of this document.
THE COLLEGE OF ARTS AND SCIENCES

The College of Arts and Sciences embodies the historical goals of the Morrill Act (Land Grant College Act), as well as the University's ambitions for its future: access to higher learning, excellence in research and teaching, and a well-rounded education for an informed citizenry. Arts and Sciences is where students acquire the intellectual range, analytical ability, and flexible skill sets that are vital for personal and professional success.

The College sets the tone for intellectual activity at Ohio State—its breadth, quality, and aspirations. More than 25 programs in the College are ranked in the top 25 by US News and World Report; more than 10 are in the top 10. Much of the General Education curriculum is taught in the College. The College's strength derives from its commitment to an inclusive environment, and the conviction that a diversity of disciplines—and diversity in the ranks of faculty, staff, and students—are critical elements for true innovation and social impact.

Administratively, the College is relatively new. In 2010, the five colleges of the Federation of the Colleges of the Arts and Sciences were united into three divisions—Arts and Humanities, Natural and Mathematical Sciences, and Social and Behavioral Sciences—that together made up the newly-formed College of Arts and Sciences. The reorganization was spurred by the conviction that a single College would, among other things, encourage the development of new interdisciplinary approaches, provide students with greater opportunities to integrate their learning, reduce redundancies in systems and processes, and properly position Arts and Sciences for stronger intellectual leadership at the University.

The new structure has begun to reap these benefits. The College is a critical driver of many of the University's cross-disciplinary activities. Interdisciplinary departments in Arts and Sciences—for example, African American and African Studies, Comparative Studies, and Women's, Gender, and Sexuality Studies—serve as sites of coordination and synergy. The College's twenty-plus centers and institutes promote high-impact collaborative research, building knowledge and developing new approaches for inquiry. The College is also home to the interdisciplinary major in international studies, and is central to all five of Ohio State's interdisciplinary graduate programs—Biochemistry, Biophysics, Environmental Sciences, Molecular, Cellular, and Developmental Biology, and Neuroscience. Finally, Ohio State's Discovery Themes Initiative connects faculty across the University, to accelerate discovery, translate knowledge, and develop solutions with impact.

The work of the College is advanced by over 900 tenured and tenure-track faculty, 324 associated faculty, and more than 1,000 staff. Many faculty are leading scholars in their fields, dedicated to teaching excellence, and committed to Ohio State's mission of education in service to society. More than three-quarters of the University's distinguished university professorships are held by Arts and Sciences faculty, whose ranks also include 34 Guggenheim Fellows, 9 members of the National Academy of Sciences, 22 members of the American Academy of Arts and Sciences, a MacArthur Fellow, and 44 recipients of NSF Early Career Development Awards. In the 2017-18 fiscal year, research awards (including but not limited to sponsored research) to Arts and Sciences faculty totaled $105 million, with grantors including the Departments of Energy, Labor, and Defense, the National Endowment for the Arts, the National Endowment for the Humanities, the National Institutes of Health, and the National Science Foundation.
The College awards over 5,000 undergraduate degrees each year (nearly half of all undergraduate degrees awarded at Ohio State) and more than 700 graduate degrees. Academically, Arts and Sciences students are extremely strong. Among undergraduate students entering in Fall 2018, 63 percent were in the top 10 percent of their high school class, and 94 percent were in the top 25 percent. In Spring 2018, 15 of the 23 Presidential Fellows (the most prestigious award conferred by the Graduate School, which provides a year of full financial support to complete terminal-degree work) were Arts and Sciences students.

The College of Arts and Sciences claims many impressive instructional, research, and performance spaces. Learning and discovery take place in 56 buildings. The College and University are currently engaged in planning for new facilities for the School of Music and Department of Theatre, the latter of which will feature a home for the new Moving Image Production program. These facilities are part of Ohio State's investments to reinvigorate arts on campus, plans which include the creation of an Arts District that will integrate artistic, educational, social, and commercial activities.

Ohio State operates under a responsibility centered management (RCM) budget model. The 2018-19 budget for Arts and Sciences is $289 million. As of July 2018 the College's endowment was $273 million. In 2016, the University concluded its But for Ohio State campaign, which raised over $3 billion (against a goal of $2.5 billion); $243 million was raised for the College. Moving forward, high priority giving opportunities include endowed professorships, graduate scholarships, and support for initiatives and facilities in arts and culture.

For more information, visit https://artsandsciences.osu.edu/.

THE OHIO STATE UNIVERSITY

Founded in 1870 as a land-grant university, Ohio State is one of the nation's finest institutions of higher education, and the only public university in Ohio with membership in the Association of American Universities. Its main campus is located in the state capital of Columbus. Regional campuses in Lima, Mansfield, Marion, and Newark are linked closely to the College of Arts and Sciences by personnel and academic programming; the Agricultural Technical Institute at Wooster is part of the College of Food, Agricultural, and Environmental Sciences and plays a distinctive role in offering associate degrees. Together, these campuses serve students throughout the state. In addition to its regional importance, Ohio State has national and global impact. Many graduates remain in Ohio, but alumni are found throughout the world.

Nothing is small about Ohio State. With 15 academic colleges and a wealth of disciplines, the University has astonishing intellectual range. All of the colleges are present on the Columbus campus, which opens up the possibilities for working across units. The institution has enormous ambition; through its Time and Change strategic plan, Ohio State aspires to be one of the nation's leading public land-grant research universities. Students are exposed to a vast array of ideas, experiences, and cultures at Ohio State; inclusive excellence is a central tenet of the institution.

At such a comprehensive institution, it might be expected that size would be an impediment to innovation. Not so at Ohio State. This is an institution that is serious about taking innovation in
teaching and learning to scale. This fall, the University announced an initiative, through the University Institute on Teaching and Learning, to create incentives to engage in research-based best practices for improving instruction. Those incentives include increases in base pay for all instructional faculty (including lecturers), tied to engaging in strategic reflection and instructional assessment. Digital Flagship, a comprehensive University-wide digital learning initiative, supports educational innovation for students and economic development opportunities for the community.

Columbus is the state's largest city, with a population that reflects diversity in many dimensions, including race, ethnicity, culture, nativity, and socioeconomic status. It has an immigrant population that is over twice the state's average in relative size. Columbus is the only city in Ohio to experience sustained population growth; current estimates project that it will add an additional million inhabitants by 2050. The city is energetic and dynamic, and its relationship with Ohio State is enduring and symbiotic. Recently, Columbus beat out more than 70 competitors nationwide to be named the US Department of Transportation's Smart City, with Ohio State the lead research partner in that effort. University scientists and facilities play a central role in implementing the $140 million program to develop model innovative transportation strategies for the region and nation.

The Ohio State University boasts 550,000 living alumni; its endowment stands at $5.2 billion. Annual research expenditures are approximately $850 million.

LEADERSHIP AND GOVERNANCE

In 2014, Michael V. Drake, MD, became the 15th president of The Ohio State University. Before his arrival at Ohio State, Dr. Drake was chancellor of the University of California, Irvine. He received his BA from Stanford University and his MD from the University of California, San Francisco. During his tenure, Ohio State has seen record highs in applications, graduation rates, academic excellence, diversity, and donor support, and increases in NIH and NSF research funding. The Time and Change strategic plan, launched in August 2017 under his leadership, aspires to further strengthen Ohio State's position as a flagship public research university, setting forth five areas of focus: teaching and learning; access, affordability and excellence; research and creative expression; academic health care; and operational excellence and resource stewardship.

Bruce A. McPheron was named Executive Vice President and Provost of The Ohio State University in 2016, after serving as Interim Provost and, before that, Vice President for Agricultural Administration and Dean of the College of Food, Agricultural, and Environmental Sciences. He was Dean of the College of Agricultural Sciences at Pennsylvania State University prior to joining Ohio State's administration in 2012. He has placed particular emphasis on positioning the University to lead in issues of significance to communities at home, and across the globe. Along with his BS from Ohio State, he holds MS and PhD degrees from the University of Illinois.

The University Senate, made up of 137 faculty, students, and administrators, is the shared governing body of the University. The University is governed by a 20-member Board of Trustees.

For more information, visit https://www.osu.edu/.
CURRENT OUTLOOK

When the College of Arts and Sciences was created in 2010, it was understood that its administrative structure would evolve as the College gained in organizational maturity. Much has been accomplished during the last eight years, and there is abundant potential to do more. In 2016, the College launched a multi-pronged initiative to achieve more diversity in its professorial ranks, foster an inclusive university community, and promote research and teaching on topics central to race, ethnicity, gender, sex, and disparities in modern society. This initiative addresses three critical areas: faculty cluster hiring, graduate student recruitment and retention, and undergraduate preparation for graduate school. In addition, a review of the General Education curriculum is currently under way; potential revisions include introducing more experiential and high-impact learning opportunities, as well as including consideration of personal development, ethical behavior, and citizenship. There is also great appetite to pursue and advance interdisciplinary collaboration.

The College has not been immune to national trends in enrollment in the arts and sciences. Over the last several years, Arts and Sciences has seen a decrease in the number of undergraduate instructional credit hours taught, and graduate cohorts have been diminishing. The decline in enrollments may be attributed to many factors, including trends in student interest as well as the creation of general education courses outside Art and Sciences. It also reflects the fact that many students enter college with credits that allow them to place out of general education requirements.

These developments present challenges to any college of arts and sciences, particularly in an RCM environment. The College has responded by investing in career exploration and development programs, and pursuing diversified revenue streams that include online offerings, certificates, and other possibilities. Institutional advancement is a hugely untapped area; recently the College has had four years of fundraising growth, with the last three years setting consecutive records. In 2017-18 the College fundraising goal of $40 million was shattered, and this year the goal is $60 million. Arts and Sciences claims more than 200,000 alumni, so the base for support is breathtakingly broad.

Thus while Arts and Sciences faces some challenges, there is in the College also a sense of common purpose, anticipation, and enormous potential. Both the College and the University have developed strategic plans that highlight excellence in research, teaching, and creative expression; champion access, affordability, and student success; and emphasize operational health and resource stewardship. These are bold but achievable goals, given Ohio State's current position of strength. It is an important inflection point for the College, and the Executive Dean will play a formative and influential role.

For more information, visit https://artsandsciences.osu.edu/about/about-college/our-vision.

ROLE OF THE EXECUTIVE DEAN AND VICE PROVOST

The Executive Dean and Vice Provost plays three important and overlapping roles. First, the Executive Dean leads the College of Arts and Sciences with strategic vision, executes with sophisticated tactics, and unites the diverse units with a sense of common purpose. Second, as Vice Provost, there is the opportunity to work closely with the Office of Academic Affairs, advancing...
academic initiatives within the College and across the University. Finally, there are only four Executive Deans at Ohio State—for Arts and Sciences, Health Sciences, the Professional Colleges, and the Regional Campus Cluster—who together make up an influential group that helps to set overall academic direction for Ohio State, and who contribute to an institutional voice that asserts Ohio State's purpose and ambition.

The work of the Executive Dean and Vice Provost covers an enormous sweep of the University. Given this breadth, the role requires intellectual flexibility, energy, and discipline in thought and approach. Success in the position further demands partnership and trust. A commitment to academic excellence, dedication to equity and inclusion, and consistent and transparent communication are absolute requirements.

Reporting to the Executive Dean and Vice Provost are the:

- Dean, Arts and Humanities, who also oversees Outreach and Engagement
- Dean, Natural and Mathematical Sciences, who also oversees Graduate Studies
- Dean, Social and Behavioral Sciences, who also oversees Research
- Associate Dean for Diversity, Equity, and Inclusion
- Chief Administrative Officer of the College of Arts and Sciences
- Chief Advancement Officer for Arts and Sciences (dotted line)
- Faculty Fellow for Special Priorities
- Associate Executive Dean for Curriculum and Student Engagement
- Associate Dean for Faculty Affairs
- Associate Dean for Space and Infrastructure
- Senior Director, Center for Career and Professional Success
- Interim Director, Marketing and Communications

The Executive Dean and Vice Provost is a member of the Senior Management Council and Council of Deans.

**KEY OPPORTUNITIES AND CHALLENGES**

The next Executive Dean and Vice Provost will:

*Provide visionary leadership for Arts and Sciences.*

The Executive Dean must demonstrate a deep understanding and appreciation of academic excellence, and will build on the College's programmatic successes to advance a compelling case for the arts and sciences. The Executive Dean will embrace the full sweep of disciplines within the College, understand their strengths and requirements, communicate their value, and champion their importance. In leading the College, the Executive Dean will be simultaneously a strategist, observing the higher education landscape and the opportunities it presents; and a tactician, leveraging assets for maximum impact. In all these activities the Executive Dean must be collaborative and entrepreneurial, encourage cross-unit cooperation, and demonstrate an abiding commitment to the mission of the College.
Executive Dean and Vice Provost
College of Arts and Sciences

**Pursue programmatic excellence.**

Working with colleagues within and across the College, the Executive Dean will strengthen the arts and sciences departments and disciplines. The Executive Dean will ensure that programs are intellectually rigorous and distinctive; that instruction is innovative and continually improving; that support for research is robust; and that students receive the best education possible within the College. The next Executive Dean will join Ohio State when a new general education curriculum may be implemented; there will be many opportunities to influence this implementation. So too will the Executive Dean participate in efforts to improve access and opportunity, through Digital Flagship as well as other initiatives. Crucially, the Executive Dean will be in a position to participate in planning for new facilities in Music and Theatre, thereby advancing institutional understanding about how the arts contribute to Ohio State.

The Executive Dean will also attend to the needs of departments that have experienced enrollment declines—as well as those that have seen surges in student interest—and to faculty recruitment, development, and retention. Critical mass in the ranks of the faculty must be maintained if the University is to retain its position of strength among research universities. The Executive Dean must effectively chart a course between institutional constraints and intellectual ambition. Doing so will require candor, openness, and cooperation among the units that make up Arts and Sciences, and with the senior leadership of the University.

**Foster a collaborative environment.**

As the head of the largest academic college at the University, the Executive Dean leads a unit that should be an object example of the benefits of interdisciplinary teaching and research. The Executive Dean will work assiduously to promote a spirit of collaboration and experimentation, the better to support programmatic innovation. Moreover, the Executive Dean will develop strong relationships with leaders off campus, partnering to identify common goals and shared challenges and to develop exciting programs that are mutually advantageous.

RCM environments are intended to stimulate creativity, agency, and enterprise, but they can sometimes give rise to unhealthy competition and silos. The Executive Dean must maximize the former, and mitigate against the latter; if the College is to evolve, it must develop a single organizational identity that is coherent and cooperative. The Executive Dean will establish a shared sense of destiny and purpose through a willingness to listen and open discussion. Most important will be an inclusive, consultative approach to policy creation, problem solving, and goal setting.

**Promote diversity, inclusion, and equity.**

The Executive Dean will be a skilled proponent of inclusion, equity, and diversity in all forms, including knowledge of and commitment to effective practices in these areas. A professoriate, staff, and student body that bring a wealth of backgrounds, experiences, and perspectives to bear at the College are vital for it to achieve excellence. The Executive Dean must be committed and attentive to faculty and staff retention and professional development, and work with others to foster a respectful and inclusive climate. The Executive Dean will also strengthen programmatic diversity, and ensure that student diversity is reflected among faculty and staff, and in curricular offerings.
Finally, the Executive Dean will consistently display a strong personal commitment to diversity and access, and support and expand efforts to serve Ohio State's increasingly diverse community.

Fortify finances.

The Executive Dean must strengthen the financial foundation of Arts and Sciences. The College's budget is a good size relative to comparable units at peer institutions, but there is significant potential to increase revenue through summer and online courses, certificate and professional master's degree programs, and the like. Development also presents further opportunities for growth. The Executive Dean will evince an imaginative and entrepreneurial mindset, knowledge of market strategies, and budgetary skill. This dynamic leader will work with colleagues within the College and across the University to anticipate the forces that shape the economics of higher education, take steps to capitalize on those forces, and target opportunities that fortify the financial health of Arts and Sciences. Achieving stability in enrollments and finances will create a virtuous cycle, attracting further investment in the College and even more programmatic excellence. In addition, the University has begun the process of evaluating its current (RCM) budget model, and the Executive Dean will be an important participant and thought leader in that significant undertaking.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will possess many of the following:

A track record of innovative, entrepreneurial, and collaborative intellectual leadership: Highly effective strategic oversight in administrative settings, with clear evidence of capacity for success in managing the scale and complexity of the College of Arts and Sciences. Demonstrated success communicating and implementing new ideas collaboratively. Belief in shared governance, faculty engagement, and a commitment to open communication at all levels.

Commitment to academic excellence: Passion for exploration and discovery; enthusiasm for the value of all disciplines in the College; appreciation for the work of the College's faculty. Demonstrated success in strengthening academic programs and research; evidence of effective support of teaching and learning. A track record of embracing and encouraging multidisciplinary work; evidence of collaboration, preferably sustained, with partners from a range of disciplines.

Demonstrated commitment to diversity, inclusion, and equity: A record of strategic success in achieving a more inclusive and equitable community of scholars, staff, and students. Demonstrated effectiveness in recruiting and retaining a more representative and diverse community of faculty and staff. Dedication to students; awareness and enthusiasm for the array of student backgrounds and needs at an institution like Ohio State.

Superb management, planning, and financial skills: Ability to work at scale, leveraging and empowering the talents of others on the team. The knowledge necessary to create a framework for resource allocation, policy creation, and systems building, and the skills required to communicate that framework with clarity. Commitment to the professional development of faculty and staff. Courageous leadership: willingness to take on difficult issues, consult widely, mediate
disagreement, and act. An understanding of and interest in finances and the interplay of academic programs, resource requirements, market interest, and revenue generation (including fundraising).

**Excellent communication skills, both oral and written; outstanding listening skills:** Demonstrated talent for inspiring enthusiasm, energizing supporters, and influencing and motivating others. Skill and drive to advance the philanthropic goals of the College. Proven ability to navigate complex organizational structures, and formulate and advance arguments at all levels. A facilitative leadership style. Ability to articulate decisions clearly, consistently, and forthrightly.

**Professional and personal qualities:** Commitment to the mission, purpose, values, and ideals of The Ohio State University. Bias toward action, married with an inclusive, approachable presence; ability to inspire confidence and garner support for ideas. An entrepreneurial, resourceful approach to problems; an embrace of innovation and experimentation. Optimism, resilience, persistence, curiosity, and humility.

An earned doctorate (or terminal degree). A record of scholarship befitting the leader of a distinguished college of a major research university with an appointment as tenured full professor.

**INQUIRIES, NOMINATIONS, AND APPLICATIONS**

Confidential communications may be submitted electronically to:

Anita Tien, Partner  
Sabrina Singh, Managing Associate  
Emily Buehrens McCarthy, Senior Associate  
Isaacson, Miller

http://www.imsearch.com/search-detail/S6-723

*The Ohio State University is an equal opportunity employer. To build a diverse workforce, the University encourages applications from individuals with disabilities, minorities, veterans, and women. All qualified applicants will receive consideration for employment without regard to age, race, color, religion, sex, sexual orientation, gender identity, national origin, disability status, or protected veteran status.*